ARMY eMS OVERVIEW

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ARMY eMS OVERVIEW

Target Audience:

Primary: Army personnel with limited familiarity with the Army approach to environmental management system implementation

Objectives:

1. **Provide general understanding of environmental management systems (eMS)**
2. **Explain Army approach to eMS**
3. **Present eMS success factors**

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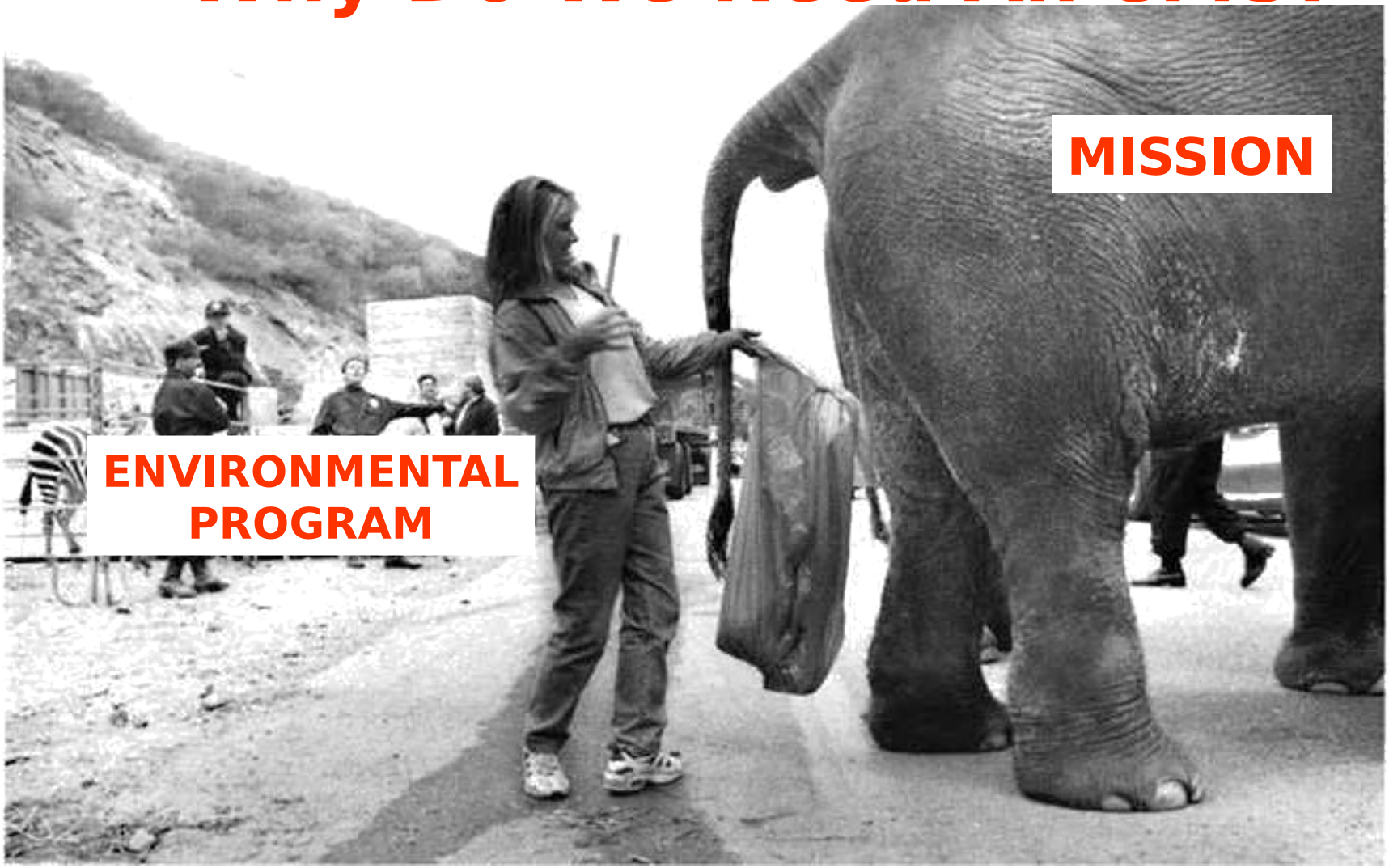
What is an eMS?

- An eMS is a well-defined management structure designed to address the impacts of an organization's activities, products, and services on the environment.
- Based on plan, do, check, act approach.

Why Do We Need An eMS?



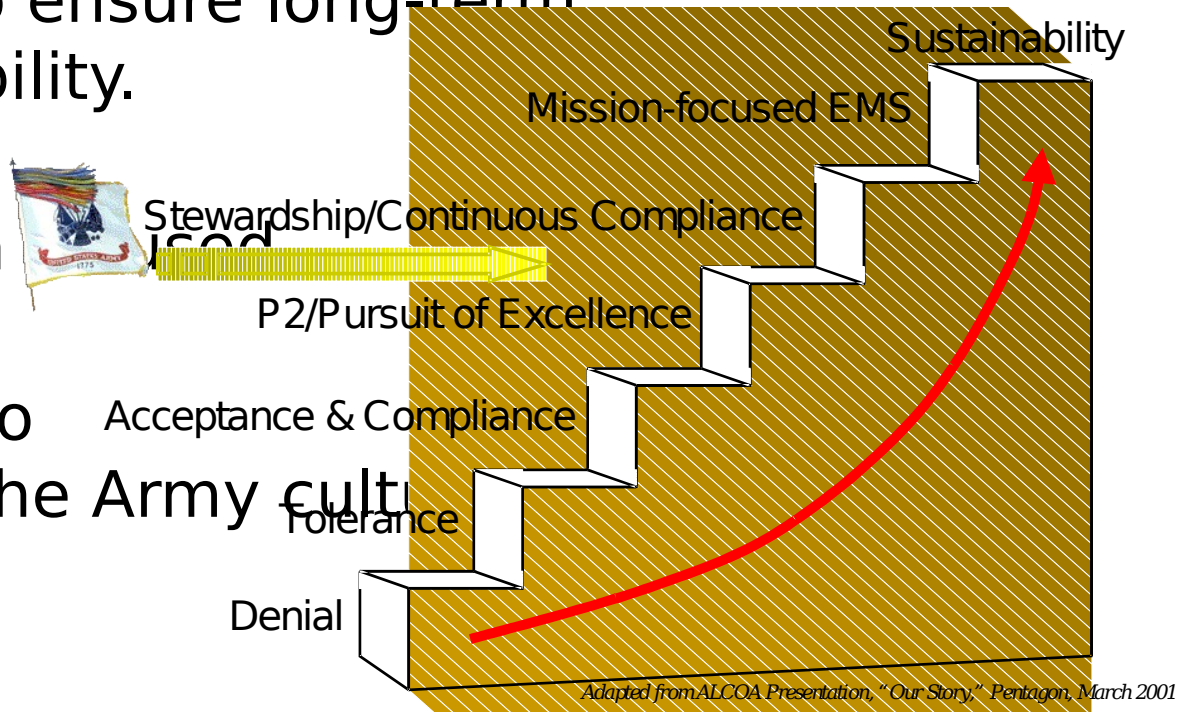
ARMY eMS OVERVIEW

eMS should not function like this…

……but more like this

Environmental Program

- The current compliance based approach is an important foundation, but:
  - Not sufficient to ensure long-term sustainability.
  - Not sufficiently mission
  - Not as easily integrated into the Army cultu



ARMY eMS OVERVIEW

The New *Army Strategy for the Environment: Secure the Mission – Secure the Future* (1 Oct 2004)

Establishes the long-range vision for a sustainable Army, and the goals upon which the vision is based

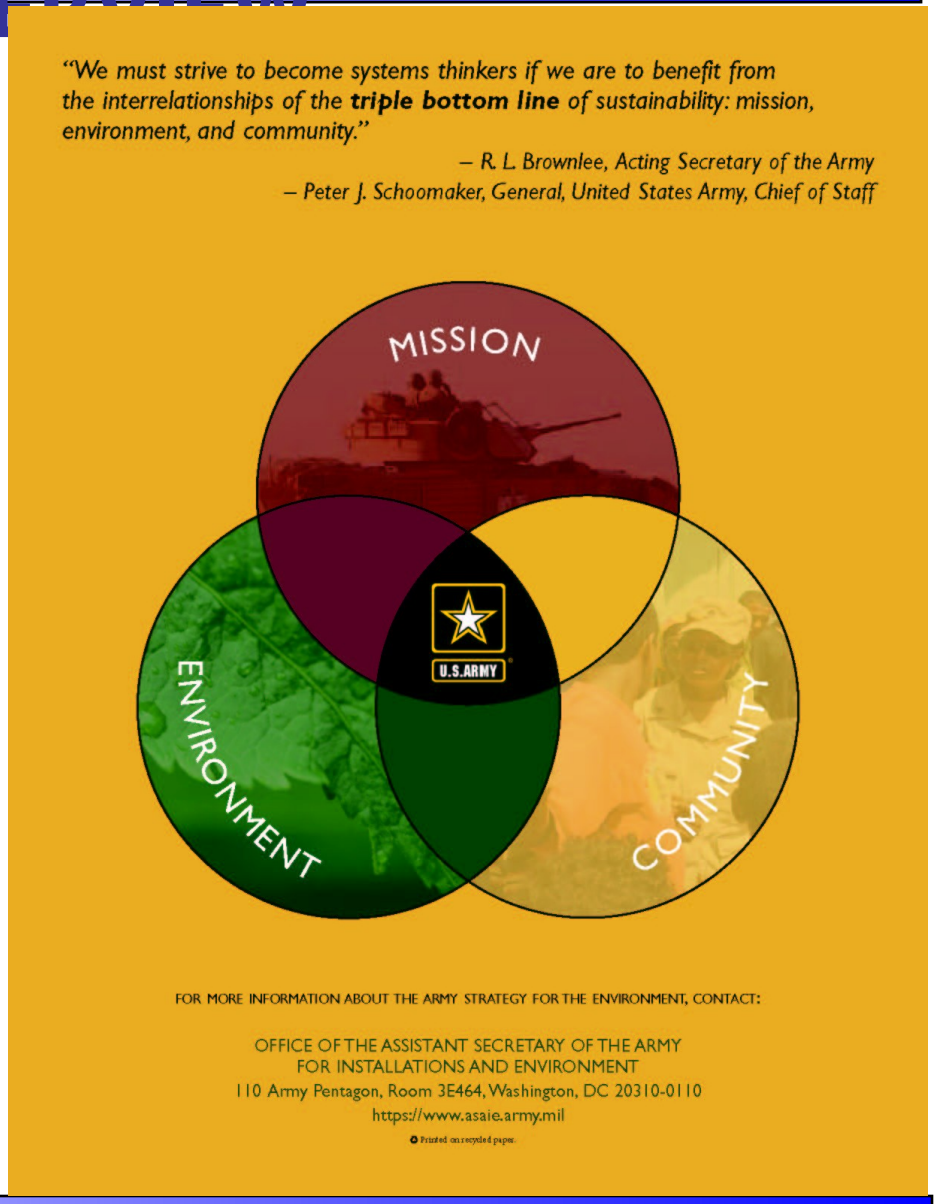
ARMY eMS OVERVIEW

eMS is a Core Component of the New Army Strategy for the Environment

*"We must strive to become systems thinkers if we are to benefit from the interrelationships of the **triple bottom line** of sustainability: mission, environment, and community."*

– R. L. Brownlee, Acting Secretary of the Army

– Peter J. Schoomaker, General, United States Army, Chief of Staff


"We must strive to become systems thinkers if we are to benefit from the interrelationships of the triple bottom line of sustainability: mission, environment, and community."
– R. L. Brownlee, Acting Secretary of the Army
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MISSION
ENVIRONMENT
COMMUNITY
U.S.ARMY
FOR MORE INFORMATION ABOUT THE ARMY STRATEGY FOR THE ENVIRONMENT, CONTACT:
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
FOR INSTALLATIONS AND ENVIRONMENT
110 Army Pentagon, Room 3E464, Washington, DC 20310-0110
https://www.asaie.army.mil
Printed on recycled paper.

ARMY eMS OVERVIEW

eMS is a Core Component of the New Army Strategy for the Environment

*"We must strive to beco... systems thinkers if we... benefit from ... interrelationships... **bottom line** ... mission, ... co...*

– R. L. Brownlee, A... the Army

– Peter J. Schoomaker, ..., United States Army, Chief of Sta...

We will integrate sustainability into all activities by using the ISO 14001 Environmental Management System Standard as a framework to improve performance and compliance.

"We must strive to become systems
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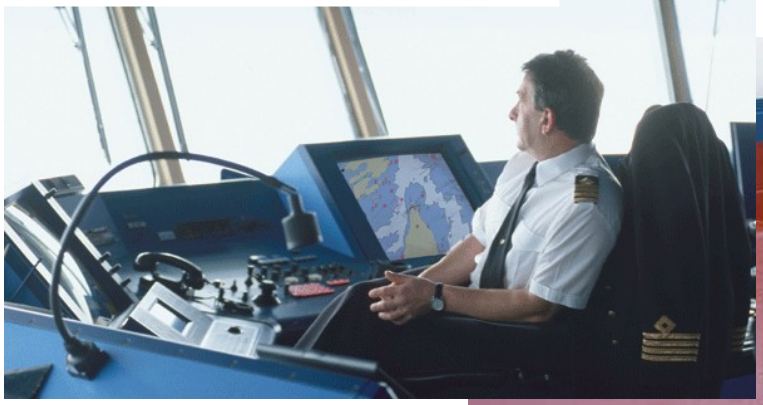
ARMY eMS OVERVIEW

SUSTAINABILITY AND eMS

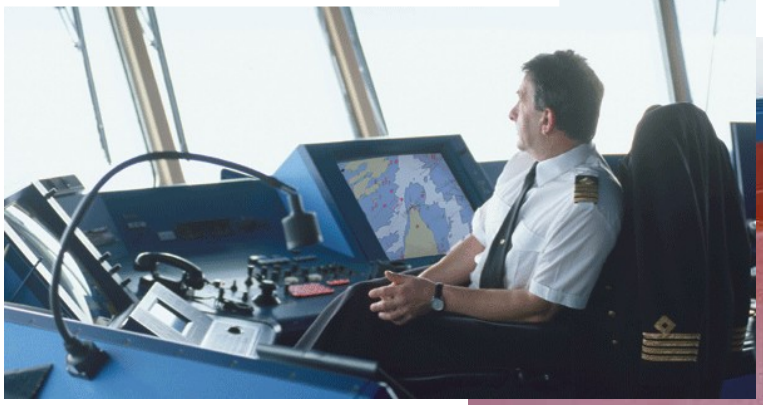
SUSTAINABILITY



SUSTAINABILITY IS THE NAVIGATOR, eMS IS THE RUD

SUSTAINABILITY WITHOUT eMS

SUSTAINABILITY



Is like a ship without a rudder.

We may know where we want to go, but have limited ability to control our course.

eMS WITHOUT SUSTAINABILITY

SUSTAINABILITY

Is like a ship without a navigator.

We can steer wherever we want to go, but we don't know if we are going in the right direction.

Current Environmental

- Traditional Environmental Program ⇒
  - What's the requirement (law, regulation, EO), and how do I meet it?
- eMS ⇒
  - What mission activities entail the greatest risks?
  - Which risks can we influence…which must we accept?
  - What steps can be taken, and by whom, to reduce or eliminate the greatest risks?

Benefits of an eMS

- An effective eMS ensures employees know and follow procedures which will reduce or avoid environmental impacts.
- Federal agencies expect use of an eMS to expedite permitting, reduce regulatory oversight costs, and reduce reporting requirements.
- eMS can improve environmental performance, reduce costs, and enhance compliance with federal/state laws, Army Regulations, and Host Nation Regulations.

Benefits of an

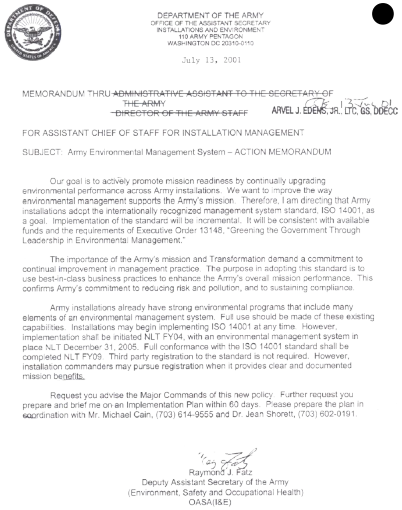
- Inculcates the Army environmental ethic.
- Proactive vs. reactive (compliance based management) -reduced liability with improved performance.
- Environmental risk ownership – process owners take responsibility for their environmental impacts.
- More effective targeting of scarce environmental management resources.
- Stronger working relationship with community and regulators - improved public image.

eMS facilitates integration of environmental management into all missions and business practices.

ARMY eMS OVERVIEW

Established Goals

- COMPLIANCE
  - To obey an order or rule
    - E.O. 13148
    - December 2005
- CONFORMANCE
  - To be in accordance with some specified standard
    - ISO 14001 (13 July 2001 Action Memo from DASA (ESOH)
    - September 2009



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
INSTALLATIONS AND ENVIRONMENT
110 ARMY PENTAGON
WASHINGTON DC 20310-0110

July 13, 2001

MEMORANDUM THRU ~~ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY~~ ~~DIRECTOR OF THE ARMY STAFF~~ ARVEL J. EDENS, JR., LTC, GS, DOECC

FOR ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT

SUBJECT: Army Environmental Management System – ACTION MEMORANDUM

Our goal is to actively promote mission readiness by continually upgrading environmental performance across Army installations. We want to improve the way environmental management supports the Army's mission. Therefore, I am directing that Army installations adopt the internationally recognized management system standard, ISO 14001, as a goal. Implementation of the standard will be incremental. It will be consistent with available funds and the requirements of Executive Order 13148, "Greening the Government Through Leadership in Environmental Management."

The importance of the Army's mission and Transformation demand a commitment to continual improvement in management practice. The purpose in adopting this standard is to use best-in-class business practices to enhance the Army's overall mission performance. This confirms Army's commitment to reducing risk and pollution, and to sustaining compliance.

Army installations already have strong environmental programs that include many elements of an environmental management system. Full use should be made of these existing capabilities. Installations may begin implementing ISO 14001 at any time. However, implementation shall be initiated NLT FY04, with an environmental management system in place NLT December 31, 2005. Full conformance with the ISO 14001 standard shall be completed NLT FY09. Third party registration to the standard is not required. However, installation commanders may pursue registration when it provides clear and documented mission benefits.

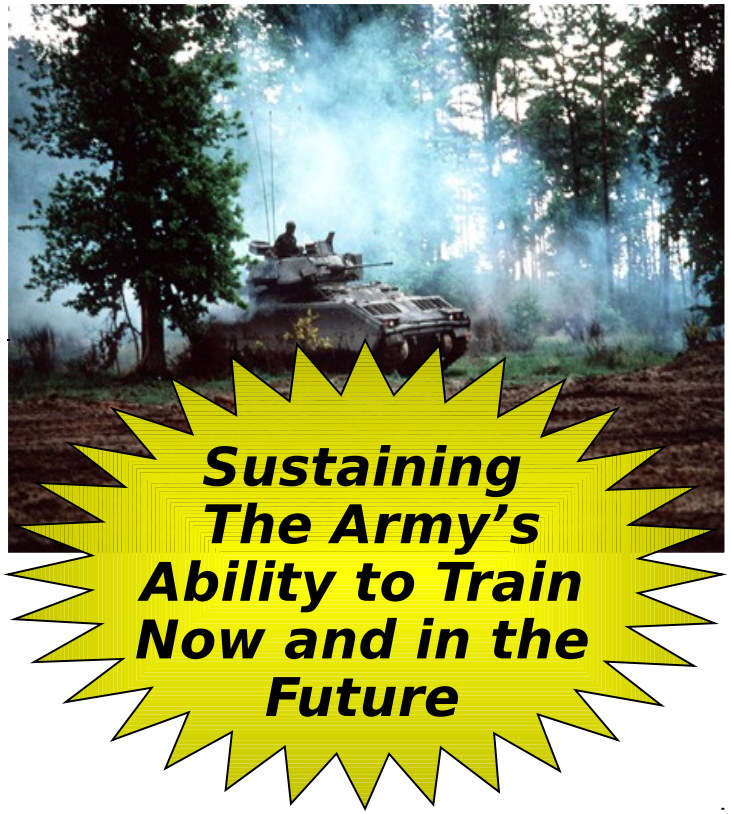
Request you advise the Major Commands of this new policy. Further request you prepare and brief me on an Implementation Plan within 60 days. Please prepare the plan in coordination with Mr. Michael Cain, (703) 614-9555 and Dr. Jean Shorett, (703) 602-0191.

Raymond J. Fatz
Deputy Assistant Secretary of the Army
(Environment, Safety and Occupational Health)
OASA(I&E)

ARMY eMS OVERVIEW

eMS Drivers

- **Exec. Order 13148,** "Greening the Government Through Leadership in Environmental Management" (April, 2000)
- **DOD Policy** describing EMS requirements (05 April, 2002)
- **DASA (ESOH) Memo** describing EMS requirements (13 July, 2001)
- **ACSIM Memo** describing EMS requirements (06 August, 2001)
- **Sustainable Range Program Plan** describing EMS requirements (06 August, 2003)



ARMY eMS OVERVIEW

eMS Drive

- **Exec. Order 13148,** "Greening the Government Through Leadership in Environmental Management" (April
- **DOD Policy** describing EMS
(05 April, 2002)
- **DASA (ESOH) M**
requirements
- **ACSIM**
re
ian
ts" (06 August,

Sustaining The Army's Ability to Train Now and in the Future

It's the right thing to d
It's the smart thing to

Why Adopt ISO 14001?

- Global standard for Army's global mission
- Clear definition of what is needed
  - externally recognizable by regulators, stakeholders & host communities
- Standardized approach is cheaper & faster to implement
- Common structure aids interoperability
  - across Army, DoD, coalition partners, industry

Army Environmental

"Our goal is to actively promote mission readiness by continually upgrading environmental performance across Army Installations. We want to improve the way environmental management supports the Army's mission. Therefore, I am directing that Army installations adopt the internationally recognized management system standard, ISO 14001, as a goal. Implementation of the standard will be incremental. It will be consistent with available funds and the requirements of Executive Order 13148, Greening the Government Through Leadership in Environmental Management."

– Raymond J. Fatz
Deputy Assistant Secretary of the Army, (Environment, Safety and Occupational Health)
13 July 2001

ARMY eMS OVERVIEW

Appropriate

Fence Line to Fence Line

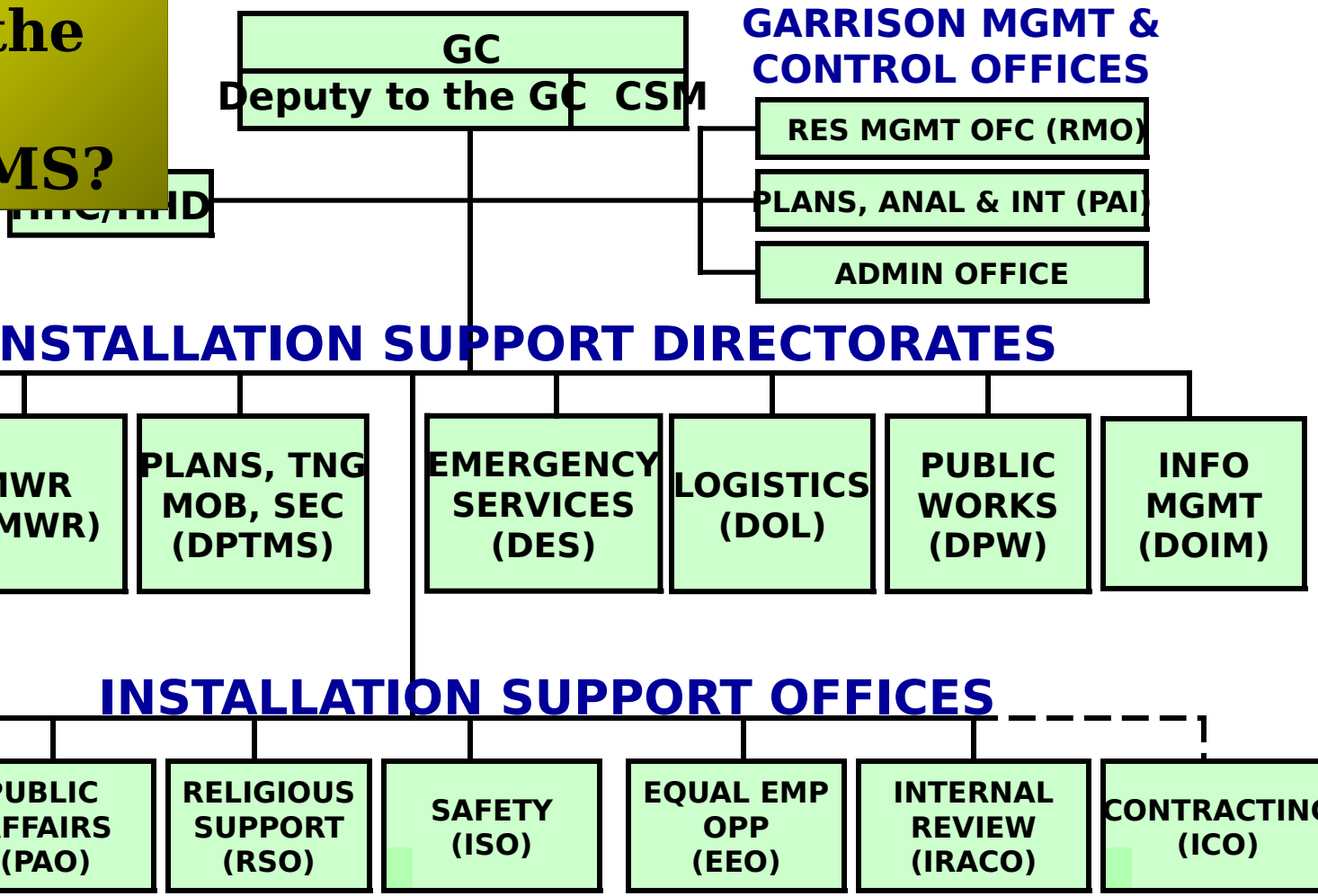
- Garrison.
- Schools.
- Brigades.
- Battalions.
- Companies.
- Detachments.
- Personal Staff Offices.

- Tenant Units.
- Other DoD organizations.
- Contractors and Vendors.

ARMY eMS OVERVIEW

Standard Garrison Organization

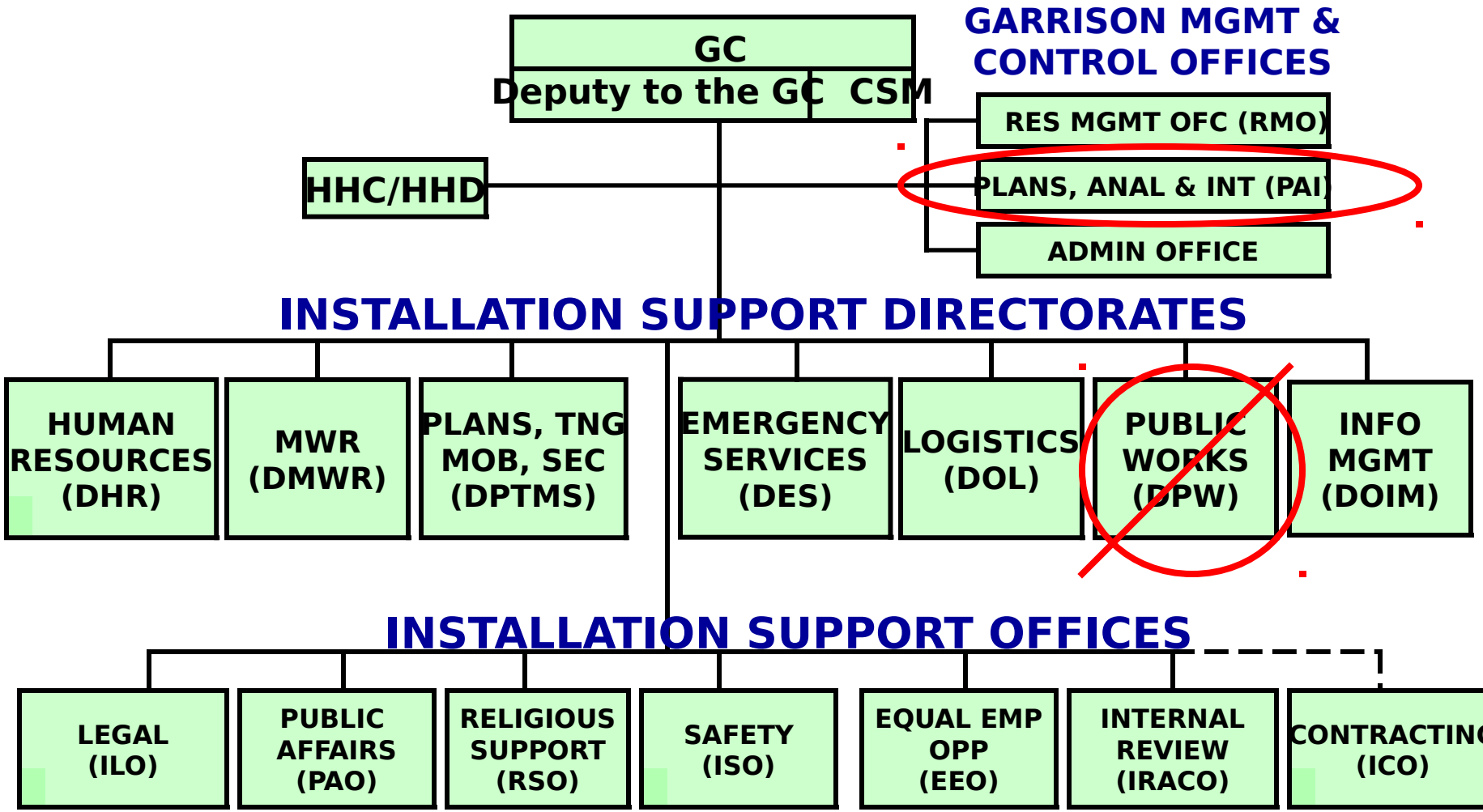
Where in the world is Carmen eMS?



DA G3 Approved 14 May 04

ARMY eMS OVERVIEW

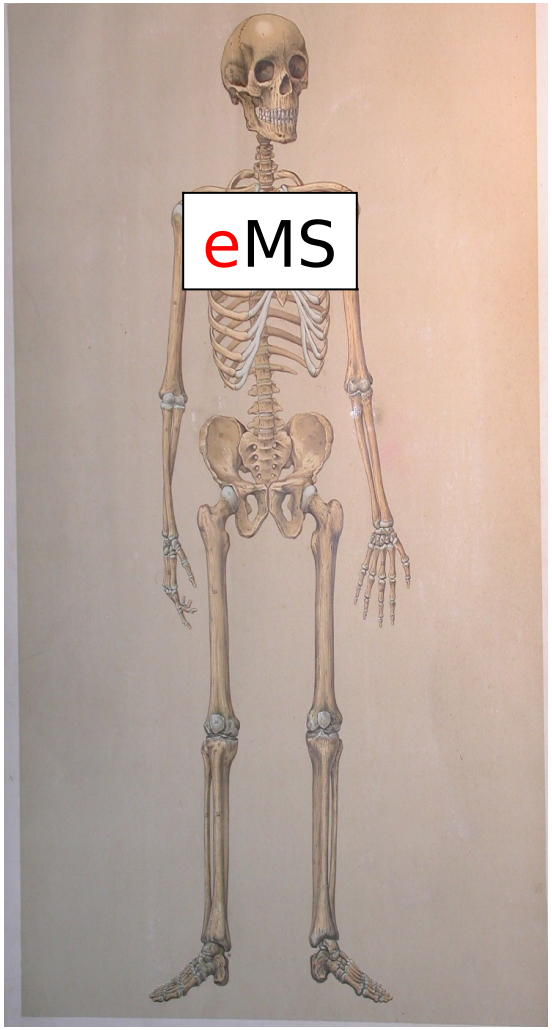
Standard Garrison Organization



DA G3 Approved 14 May 04

Where we Started

2003



What Must Be Completed by CY 2005?

Dec 31, 2005: The following Six Metrics will be used for DoD components to determine compliance with EO 13148's requirement for an "eMS in Place"

1) **An environmental policy statement consistent with DoD and Component eMS policies. (30 Sep 03)**
2) **A self-assessment consistent with DoD and Component eMS Policies. (30 Mar 04)**
3) **A written plan with defined dates, identified resources, and organizational responsibilities for implementing an eMS consistent with DoD and Component Environmental Management System policies. (30 Sep 04)**
4) A prioritized **list of aspects**. (30 Mar 05)
5) Plan developed and implemented to ensure appropriate installation personnel have received **awareness-level eMS training.** (30 Mar 05)
6) Completed at least one **management review** in accordance with the installation's documented procedure for recurring internal eMS management review. (31 Dec 05)

ARMY eMS OVERVIEW

What will the Army eMS look Like in 2005?

Compliance with E.O. 13148

What Will the Army eMS Look Like in FY09?

Sept 30, 2009:
Installation wide - ISO 14001 conforming EMS in place

ISO registration only when clear & documented mission benefits

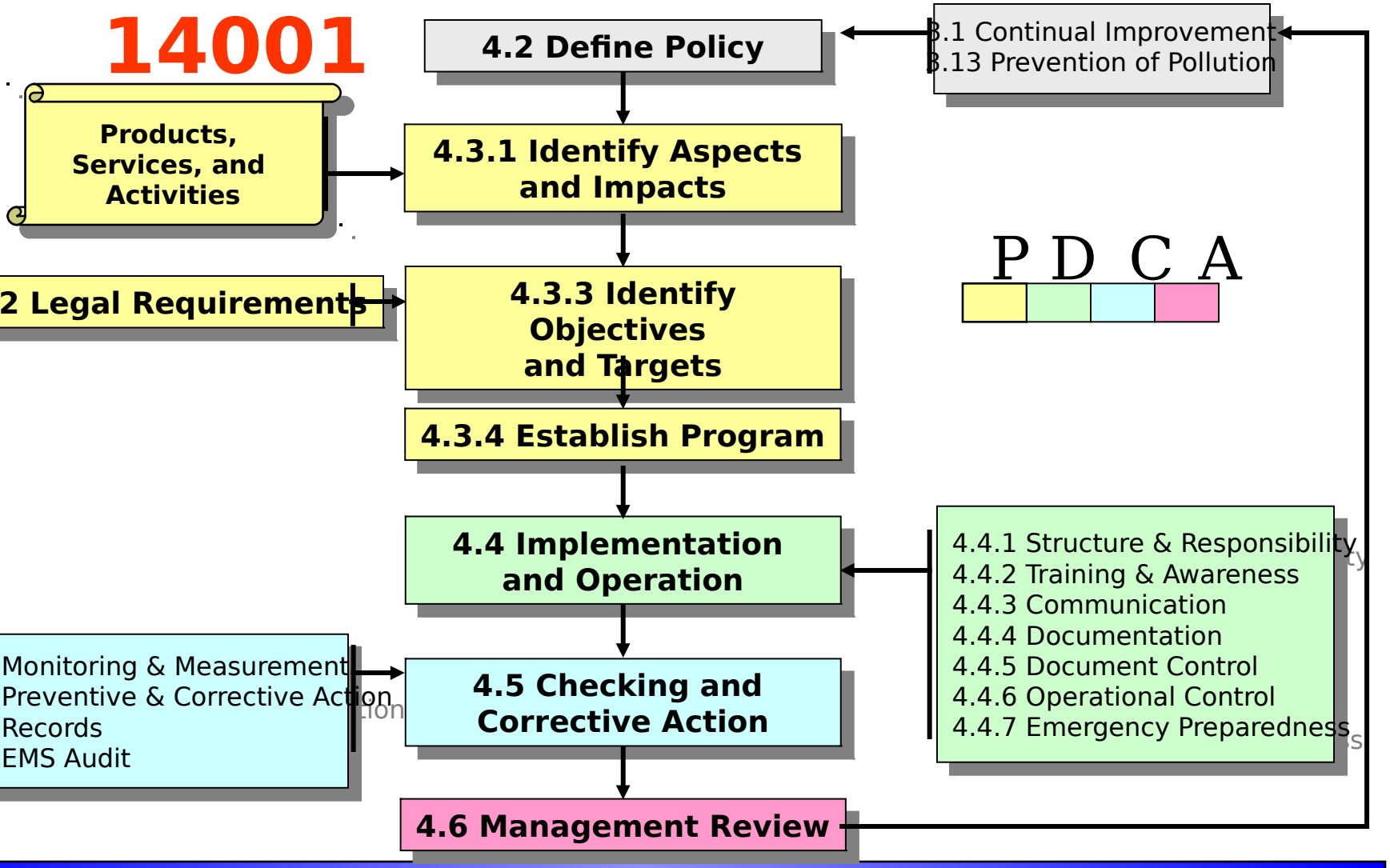
CONFORMANCE

Develop an Awareness

of the Environmental Management System

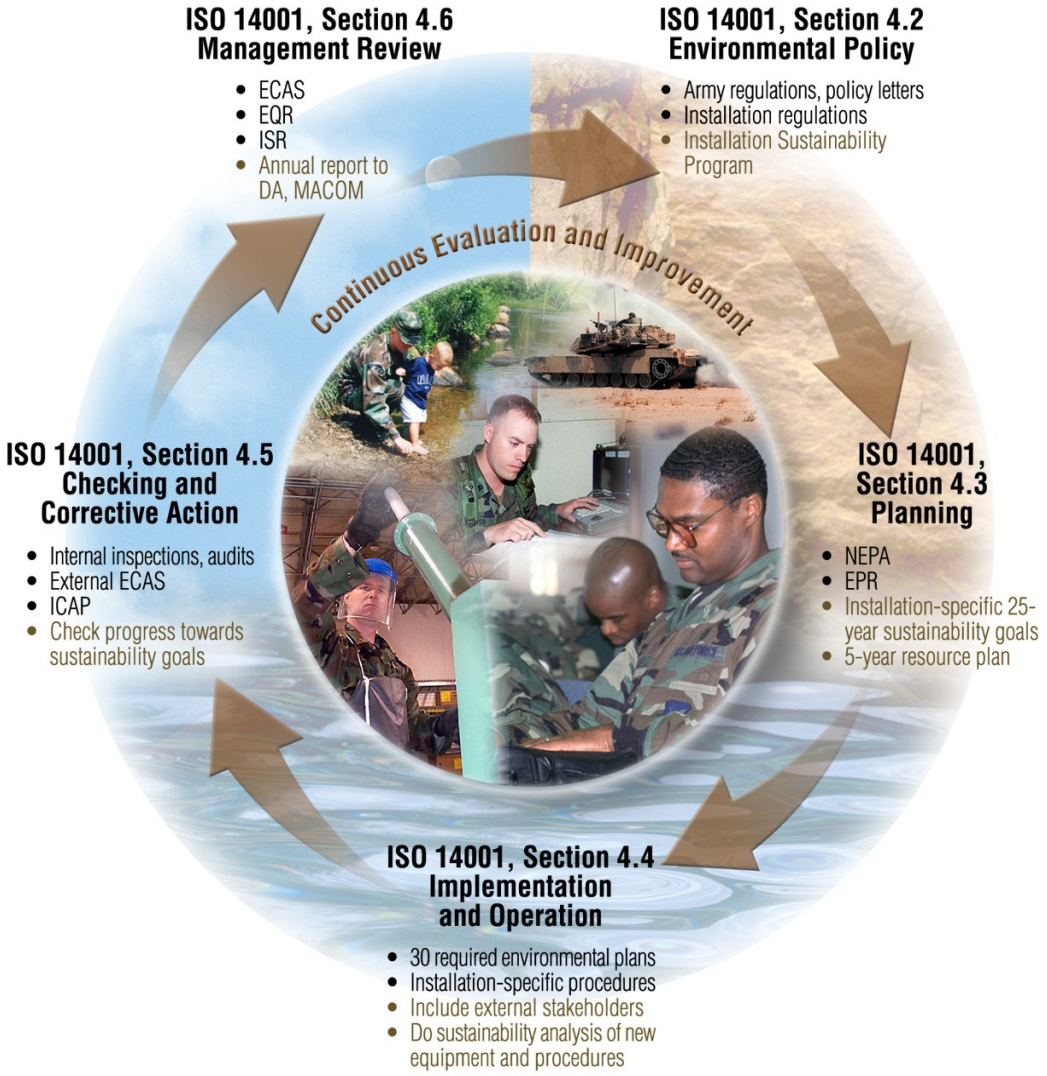
ARMY eMS OVERVIEW

The eMS Model per ISO 14001



ARMY eMS OVERVIEW

Many Parts of eMS are Currently in Place



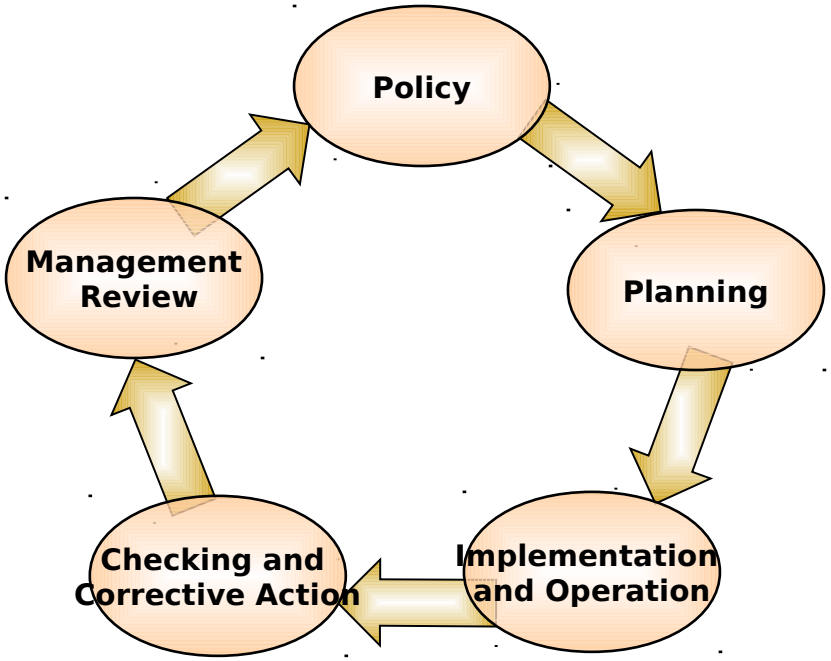
…it's just that sometimes the parts don't work together, fail to interact with other parts of the installation or simply aren't effective!

ISO 14001

- ISO 14001 is based on the “Plan, Do, Check, Act” process.
- Army policy is that 3rd party registration is allowed, but not required.
  - Must show clear and documented benefit to mission.
  - Initial registration: $25-50K.
  - Annual maintenance of registration: $15-25K.

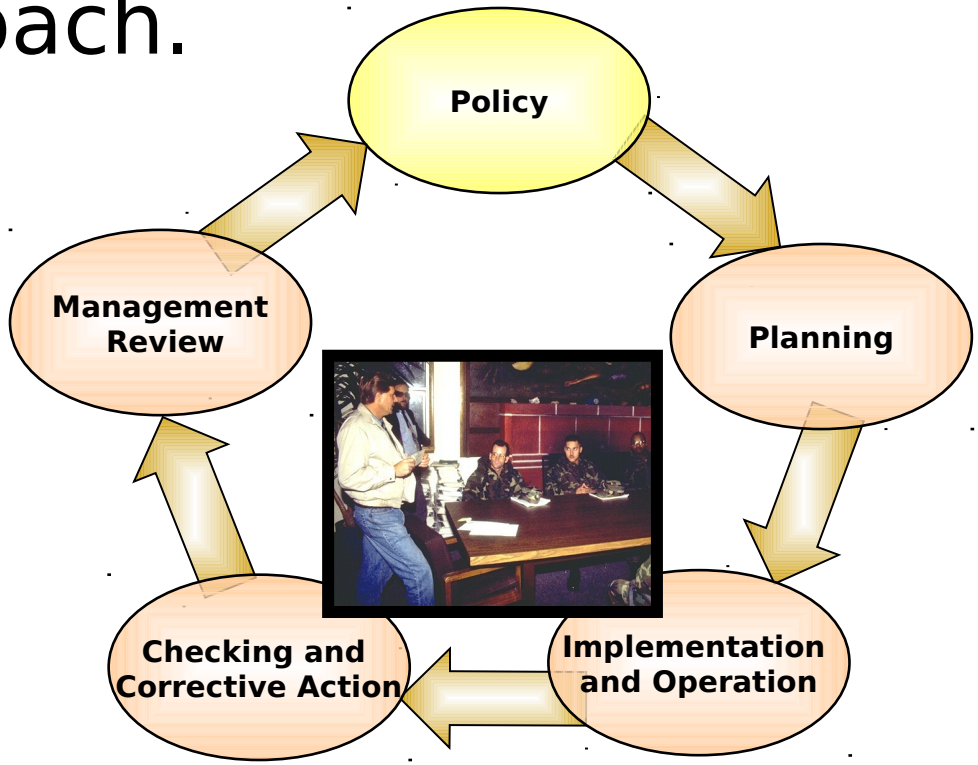
Components of an eMS

- The ISO 14001 has five basic sections:
  - Environmental Policy.
  - Planning.
  - Implementation and Operation.
  - Checking and Corrective Action.
  - Management Review.



Environmental

- The environmental policy describes the organization's overall approach.

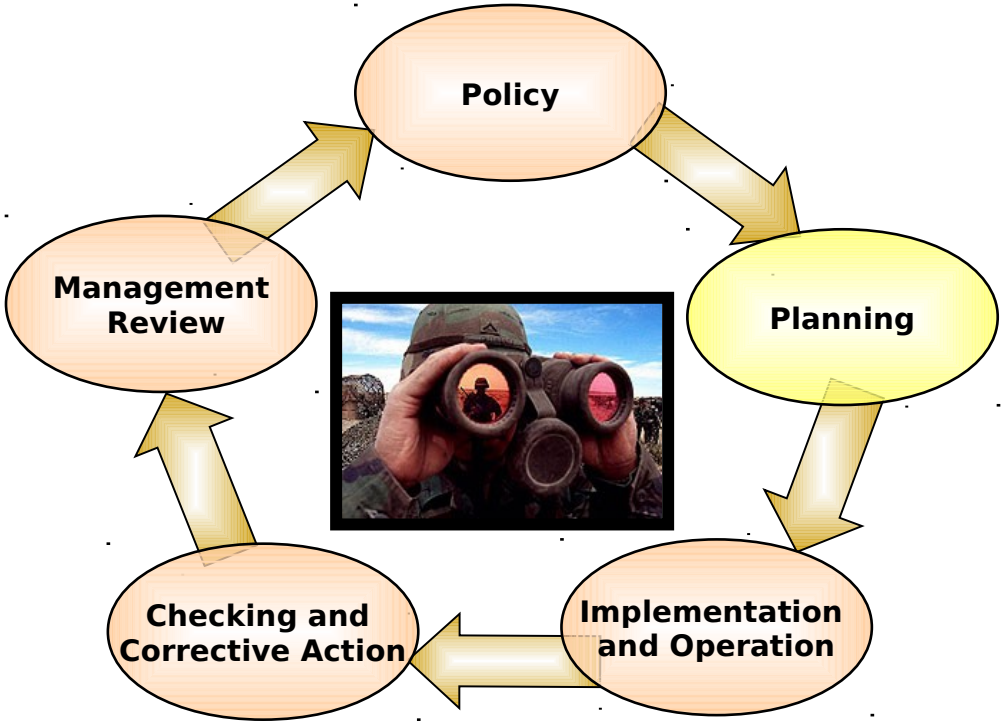


Policy

- To meet ISO 14001 requirements, the policy must:
  - Be appropriate to the nature, scale, and environmental impacts of the installation and its entities.
  - Include a commitment to continual improvement and prevention of pollution.
  - Include a commitment to relevant legal requirements.
  - Provide a framework for setting and reviewing environmental objectives and targets.
  - Be documented, implemented and maintained, and communicated to all employees.
  - Be available to the public.

Planni

- The planning phase consists of the following areas:
  - Environmental Aspects.
  - Legal and Other Requirements.
  - Objectives and Targets.
  - Environmental Management Program.



Implementation and

- This phase includes 7 elements:
  - Structure and Responsibility.
  - Training, Awareness and Competence.
  - Communication.
  - EMS Documentation.
  - Document Control.
  - Operational Control.
  - Emergency Preparedness and Response.

Checking and Corrective Actions

- The checking and corrective action phase has 4 elements:
  - Monitoring and Measurement.
  - Non-Conformance and Corrective and Preventive Actions.
  - Records.
  - Environmental Management System Audit.

Management Review

- Items to be reviewed are:
  - Policy.
  - Audits.
  - Corrective and Preventive Action Systems.
  - Environmental Objectives and Targets.

Management Support of eMS

- "Management shall provide resources essential to the implementation and control of the environmental management system. Resources include human resources and specialized skills, technology and financial resources."

– ISO 14001, Section 4.4.1 Structure and Responsibility

Specific Management

- Commit to the eMS.
- Contribute to eMS Plan development.
- Be an active, enthusiastic member of your eMS team. Support subordinate eMS teams as necessary.
- Encourage employees to take an active eMS role.
- Participate in Management Review.

Where Do We

- Early planning and communication.
  - ID and train core team and key personnel (cross-functional involvement).
  - Conduct eMS Self Assessment (ID gaps).
  - Prepare eMS Implementation Plan (ID actions to fill gaps).
  - Develop eMS plan.
  - Identify priority impacts, objectives, and targets.
  - Work with each organization to establish their responsibilities and management of aspects and impacts.
  - Keep people informed of progress.

ARMY eMS OVERVIEW

The Step-By-Step Army Process

31 December 2005 Milestone: At a minimum, the Army metric elements (in yellow) must be completed and an annual management review performed before 31 December 2005 in order to satisfy Army Policy and EO 13148 requirements.

Start Here

Commander (CDR) and eMS Management Representative(EMSMR) [illegible]-8):

- CDR Selects EMSMR
- EMSMR Selects Cross Functional Team (CFT)
- CFT Receives EMS Training
- CFT Conducts Self-Assessment
- CDR and EMSMR meet with EQCC
- CFT Prepares EMS Implementation Plan
- CDR Approves EMS Implementation Plan
- CDR/EMSMR Hold EMS Kickoff Meeting

NOTE: The EMSMR leads the CFT.

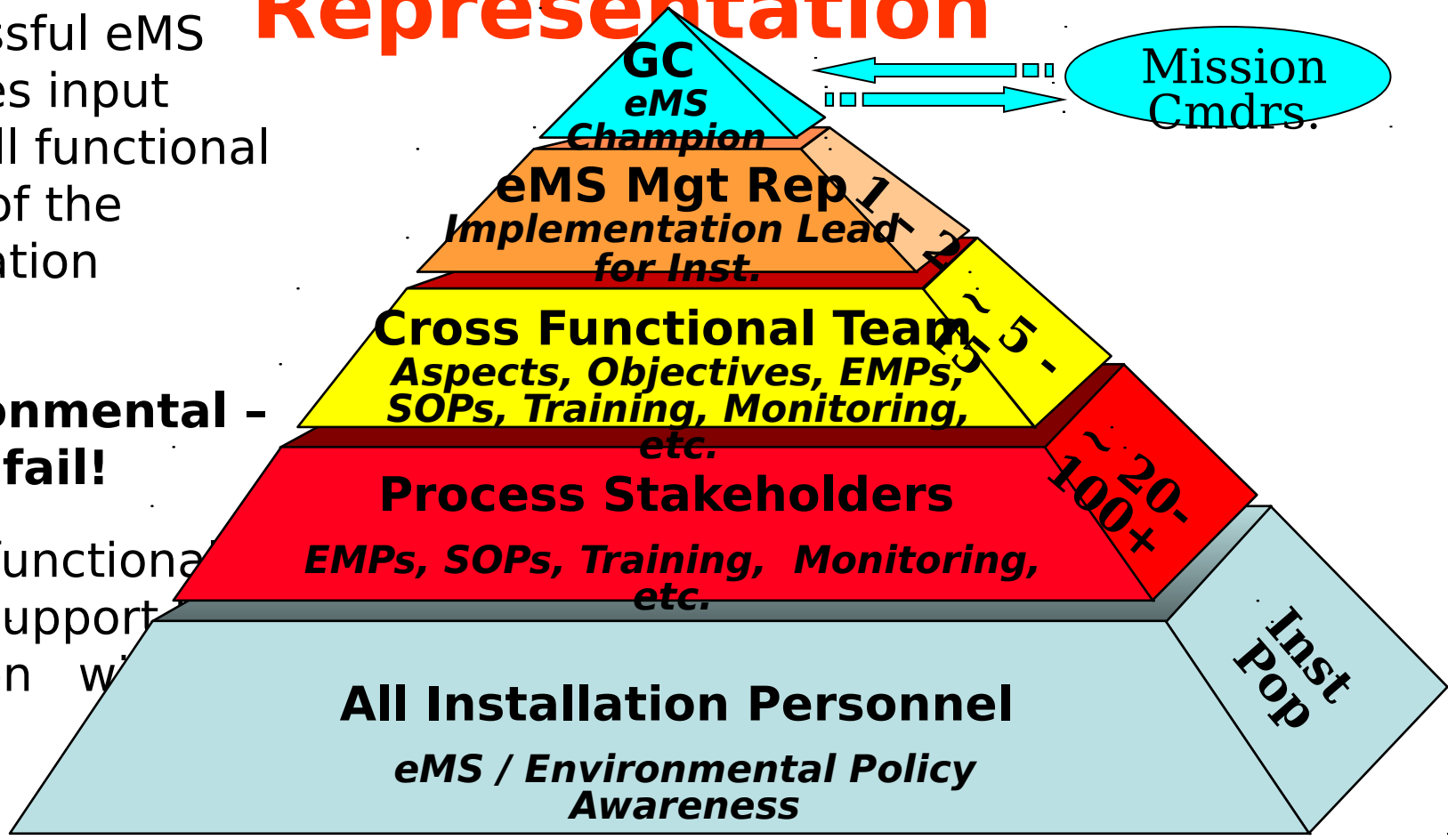
EMSMR and Cross Functional Team (CFT) Implementation [illegible]EMS

- Step 9 Mission Focus
- Step 10 Environmental Policy, ISO 14001 Sec 4.2
- Step 11 Awareness Training ISO 14001 Sec 4.4.2
- Step 12 Documentation ISO 14001 Sec 4.4.4
- Step 13 Document Control ISO 14001 Sec [illegible]4.5
- Step 14 Communication ISO 14001 Sec 4.4.3
- Step 15 Legal and Other Requirements ISO 14001 Sec 4.3.2
- Steps 16-19 Environmental Aspects ISO 14001 Sec 4.3.1
- Step 20: Environmental Management Programs, ISO 14001, Sec 4.3.4
- [illegible] ISO 14001, Sec 4.3.3
- Step 22: Structure & Responsibility ISO 14001, Sec 4.4.1
- ISO 14001, Sec 4.4.6
- Step 24: Competence Training, ISO 14001, Sec 4.4.2
- Step 25: Monitoring and Measurement ISO 14001, Sec [illegible]
- Step 26: Records, ISO 14001, Sec 4.5.3
- Step 27 Emergency Preparedness and Response ISO 14001 Sec 4.4.7
- Step 28 Non-Conformance and Corrective and Preventive Actions, ISO 14001 Sec 4.5.2
- Step 29 EMS Audits ISO 14001, Sec 4.5.4
- Step 30 Management Review ISO 14001, Sec 4.6

After all eMS elements are implemented, the system shifts to a "continuous improvement" mode, where alleMS elements are periodically reviewed and revised to improve mission focus and environmental performance

Success Factor 1: Broad Cross Functional Representation

- Successful eMS requires input from all functional areas of the installation
- **If just environmental – it will fail!**
- Cross functiona
  team support
  garrison wi
  eMS



Knowledge and Skills

- eMS knowledge and understanding.
- Project management skills.
- Enthusiasm, energy, and patience.
- Communication/training skills.
- Process/systems knowledge.
- Political savvy – knowledge of what works for your facility or organization.

Success Factor 2: Ensure an eMS that is Mission Focused

eMS can Enhance Mission Performance by:

- Aligning mission, community and environmental goals
- Prioritizing program resources around risks that impact the sustainability of the installation
- Facilitating communication with stakeholders outside the fence line – stronger relationships
- Reducing operational costs

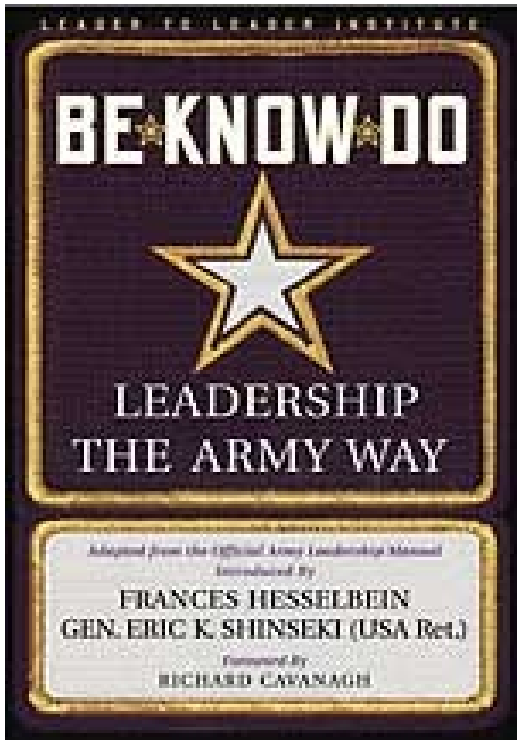
If your eMS accomplishes these objectives - it will benefit the Triple Bottom Line!

Success Factor 3: Leadership Commitment

Senior leadership commitment has proven over and over to be the foundation for success in any eMS.

How Can Leadership Support?

- Communicate the commitment to all installation personnel!
- Engage EQCC and Unit Leaders – Facilitate Involvement
- Provide Resources, Oversight and Guidance
- Maintain focus over a long process



Conclusio

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13 July 2001

ARMY eMS OVERVIEW

Summary

- eMS is required for all appropriate Federal Facilities
- Army will use ISO 14001 eMS
- An eMS supports Army Strategy for the Environment
- Keys to success include cross-functional representation, mission focus, and leadership commitment

Resources

- Army Strategy for the Environment
- ISO 14001 standard (requires DENIX password)
- U.S. Army EMS Implementers Guide, V 2.0 on DENIX (no password required)
- U.S. Army EMS Commanders Guide on DENIX (no password required)